

Development of the Agroforestry Tourism Sector (Tebing Kepuh) Through Leadership Collaboration

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Abstract:

The development of the agrotourism sector in Tebing Kepuh is an initiative aimed at the sustainable utilization of cultural heritage and potential. This study demonstrates how collaborative leadership among local government, the local community, and the private sector can ensure the success of this program. The research methods employed include observation and policy documentation. The research findings indicate that effective collaborative management can create synergy between the project's vision, available resources, and community needs. The district government acts as a facilitator in coordinating activities, providing support, and ensuring sustainability. While local communities play a crucial role in planning and implementation, the private sector also supports investment and innovation. Tangible positive impacts include increased local economic income, environmental protection, and improved quality of life for the community. This article also highlights issues such as sustainable financing, risk management, and capacity building, where the future depends on long-term success.

Keywords: Agroforestry Tourism, Collaborative Leadership, Tebing Kepuh, Sustainable Development.

INTRODUCTION

Tourism is one of the key sectors driving economic growth. This sector generates additional revenue for a country, particularly for district governments. In recent years, tourism has become a major factor in global growth and has created numerous job opportunities. Tourism encompasses various types, such as nature tourism, cultural tourism, and man-made tourism. This indicates that every region has tourism potential

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Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village

that can be tapped into, managed, and developed to meet the public's need for entertainment and recreation.

Development in the tourism sector is one area with significant potential that needs to be continuously nurtured. This aligns with the assertion that tourism can serve as a powerful development tool, capable of driving economic growth, diversifying the economy, helping to reduce poverty, and fostering mutually beneficial relationships with other production sectors and service providers. (Iain T. Christie and D. Elizabeth Cromton, 2003:63) (Nurwati et al., n.d.).

The tourism sector also contributes to increasing Local Government Revenue through sources such as taxes, parking fees, and ticket sales. Additionally, tourism generates foreign exchange from visiting tourists. The presence of tourism can stimulate the growth of economic enterprises around tourist areas and support various activities there, thereby making visitors feel comfortable. For the local community, this also has the potential to increase their income (Zahratul Aeni & Retno Sunu Astuti, n.d.).

Governance in the tourism sector requires strong support from leaders. Collaborative leadership is linked to the development of the agroforestry tourism sector, where synergy among the government, local communities, and industry stakeholders is key to success. Through collaborative leadership, as defined by Ken Blachard, the development of the Tebing Kepuh agroforestry sector in Gandusari Village employs several indicators: first, the organization in developing this tourism destination, the Sukorejo Gandusari Local Government has engaged various institutions such as the Village Government, the Ministry of Environment and Forestry (KLHK), PLN, and the surrounding community; second: peers/community, where the community plays a crucial role in building trust for this project's development; third: team, where the collaborative team for this sector comprises project managers, environmental experts, agroforestry experts, and local residents responsible for the project; Fourth: functions, where in the development of this project, the village government and related agencies prepare what is needed for the future, such as strategic planning, daily operations, marketing/promotion, and human resource management. This illustrates that various stakeholders can share resources, knowledge, and expertise to create sustainable tourism destinations that have a positive impact on the environment. Effective leaders are able to inspire and facilitate

harmonious cooperation, so that all parties involved feel they have a role and responsibility in preserving and developing this agroforestry tourism (Sugeng, 2014).

The tourism sector has great potential to support the local economy, particularly in the village and its surrounding areas, which boast unique natural beauty. One form of tourism with development potential is agroforestry tourism, which combines agricultural and forestry activities with tourism objectives. Trenggalek Regency, particularly Gandusari Village, possesses abundant natural resources and scenic beauty that hold great promise as a tourist destination. The development of the agroforestry tourism sector in Tebing Kepuh requires not only investment and sound planning but also effective collaboration among various stakeholders. This collaboration includes the regency government, local communities, the private sector, and government agencies. In the context of agroforestry tourism, this collaboration involves the implementation of environmentally friendly agricultural practices, forest conservation, and the development of educational and recreational tourism activities that prioritize the authenticity of nature.

In addition, education and training for local communities are key components of tourism development. An educated community will better understand the importance of protecting the environment and can play an active role in providing authentic tourism experiences to visitors. Thus, collaborative leadership focuses not only on economic aspects but also on improving the quality of life for communities and preserving the environment.

To achieve this, supportive policies and commitment from all stakeholders are required. Visionary and inclusive leaders can create a conducive environment for the development of agroforestry tourism, ensuring that the benefits are felt by all segments of society (Suparyanto & Rosad, 2015).

This study aims to examine how collaborative leadership can develop the agroforestry tourism sector in Tebing Kepuh, Trenggalek Regency. The primary focus of this study is to identify effective collaboration models, the role of leadership in the collaboration process, and the impact of agroforestry tourism development on the local economy and community well-being. The results of this study are expected to provide in-depth insights for the development of agroforestry tourism policies and strategies in Indonesia, particularly in Trenggalek Regency.

Definition of Leadership

Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village

Leadership is the ability of an individual to influence others to achieve a specific goal. A leader must have a clear vision, the ability to make decisions, and strong communication skills to inspire and motivate those under their charge. Leadership does not occur only within an organization but can occur at all levels and in different contexts, such as project teams, communities, or social groups.

According to Kartono (2010), a leader possesses unique temperament and personality traits, so their behavior and style distinguish them from others. Their lifestyle or style influences their behavior and leadership style. This gives rise to various leadership types, such as charismatic, paternalistic, military, autocratic, laissez-faire, populist, administrative, and democratic leadership (Mulyono, 2018).

According to Taliziduhu Ndraha (2003), “leadership is a social phenomenon whereby an individual influences others in a certain way so that their behavior changes and becomes more integrative. In this integrative state, individuals are more receptive to others. A person who has demonstrated leadership ability is referred to as a leader. Thus, leadership is not something granted from the start, but rather achieved through effort. Meanwhile, the outcome of leading activities within a work unit is referred to as management” (Muzadi, n.d.).

The Collaborative Leadership Model

According to Kouzes and Posner, there are five fundamental practices of leadership, namely: first, navigating challenging processes by seeking opportunities and taking calculated risks; second, inspiring others to share a vision by looking toward the future and involving them; third, helping others take action through collaboration and empowerment; fourth, leading by example by demonstrating expected behaviors and planning for small successes; and fifth, motivating others by acknowledging contributions and celebrating shared achievements (Sadono, 2008).

According to David Chrislip and Carl Larson in Suyanto (2017), collaborative leadership is a process of establishing cooperation aimed at achieving shared goals through collective decision-making to attain the desired outcomes. This concept of collaborative leadership is based on a mutually beneficial reciprocal relationship between two or more parties working together to achieve a goal, involving three main components: partnership, power, and accountability (Isnawati et al., n.d.) David Chrislip and Carl Larson, in their book “Collaborative Leadership: How Citizens and Civic Leaders Can

Make a Difference,” introduce a collaborative leadership model that emphasizes the importance of cooperation among various parties to achieve shared goals.

Collaborative leadership, as described by Ken Blanchard, focuses on adapting leadership styles to meet the needs of each team member based on their level of competence and commitment. This model is based on the idea that different situations require different leadership styles, and that effective leaders are able to adapt their styles to suit the needs of the situation and the team members.

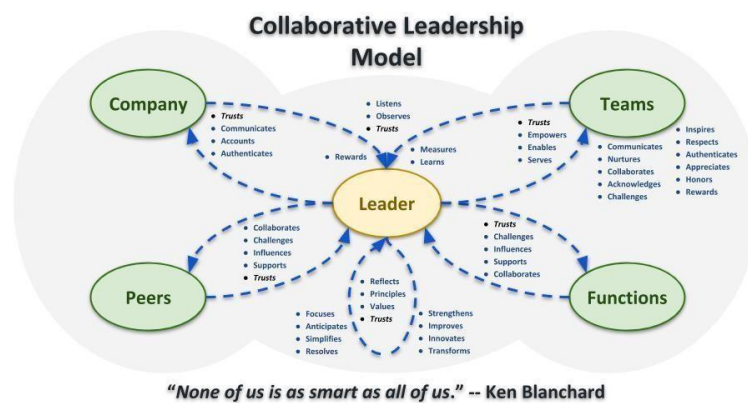


Figure 1: Ken Blanchard's leadership model

Based on the indicators of Ken Blanchard's Collaboration Leadership model and its relevance to the research subject as this model emphasizes the importance of valuing and recognizing each individual's contributions, highlights each individual's capabilities and good intentions, stresses the importance of upholding commitments and responsibilities, and emphasizes open and honest communication Ken Blanchard's Collaboration Leadership theory/model was selected as the analytical tool for this study.

Tourism

In general, tourism refers to travel undertaken by an individual for a specific period of time, moving from one place to another according to a plan. However, the purpose of this travel is not to seek a livelihood in the visited location, but solely to enjoy various recreational activities to fulfill diverse needs and desires.

Furthermore, Burkart and Medlik (1987) define tourism as the temporary and short-term movement of people to destinations outside the places where they usually live

Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village

and work, and the activities they engage in while staying at those destinations (Herdiansya, n.d.).

According to the WTO, tourism is defined as the activity of people traveling to an area outside their everyday environment for the purpose of recreation. Meanwhile, based on Law of the Republic of Indonesia No. 10 of 2009 on Tourism, tourism is a travel activity undertaken by individuals or groups to visit specific locations for the purposes of recreation, self-development, or to explore the unique attractions of the visited destination for a limited period of time.

Methodology

This study employs a qualitative approach to understand the dynamics and complexities of collaborative leadership in the development of agroforestry tourism. This case study is set in Sukorejo Village, Gandusari Subdistrict, Trenggalek Regency, and was selected for in-depth analysis of how leadership collaboration is practiced in a local context. Meanwhile, the research sources are available on several websites of the Trenggalek Regency Government. The data collection techniques used in this study include observation and documentation.

Result and Discussion

A. Collaborative Leadership in the Management and Development of the Agroforestry Tourism Sector at Tebing Kepuh, Sukorejo Village, Gandusari Subdistrict, Trenggalek Regency.

Collaborative leadership in the development of the Tebing Kepuh tourism sector was analyzed using Ken Blachard's theory, and there are four major indicators of collaborative leadership, namely:

1. Company/institutional.

The existence of the Tebing Kepuh tourist destination stems from opposition by the community of Sukorejo Village, as the site was originally intended to be an andesite mining area. In response, the regency government collaborated with the Sukorejo Village government to manage the mining land

and transform it into a tourist destination that benefits both the community and the institutions involved.

In this regard, the district government needs to adopt a flexible and adaptive leadership style. The district government meets the team's needs and provides appropriate guidance. During this phase of tourism development, the district government guides the process and ensures that the objectives agreed upon at the outset are carried out as intended; over time, the teams involved will carry out their duties and exercise their authority in accordance with their respective responsibilities.

Trust is crucial in any collaboration; here, all parties must trust one another in carrying out the tasks established from the start. The Trenggalek Regency government trusts the Village Head of Gandusari and the local community to manage and develop the Tebing Kepuh tourism site. The Trenggalek Regency government consistently listens, demonstrates empathy, and provides moral support to build strong, mutually trusting relationships.

Effective communication is key to ensuring that all parties are aligned with shared goals. The district government collaborates with village heads to continuously monitor all parties responsible for managing the tourism sector in a clear and transparent manner. The district government hopes that good communication will facilitate feedback from the team and other stakeholders. Through this, the district government can ensure that the development of agroforestry tourism proceeds smoothly and safely.

Accountability: The district government ensures that every individual and team is accountable for their roles and duties. The district government has established clear expectations and is monitoring whether this tourism development will progress in the future. The district government directs all relevant teams and institutions to continue adhering to the initial standards and ensure that all stakeholders understand their respective duties and responsibilities.

To ensure the development of the tourism sector, the district government has implemented measures and policies that demonstrate its commitment and sincerity in supporting and advancing this initiative. The district government has taken several steps to build confidence among all stakeholders regarding its

Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village

support for tourism, including: 1) establishing supportive policies; the district government has enacted conservation policies that support sustainable agroforestry practices, such as providing tax incentives to farmers who preserve biodiversity, 2) organizing community training, holding workshops and training sessions for local communities on sustainable agricultural practices and tourism management, 3) promoting the tourism sector; the district government utilizes social media platforms such as Facebook, Instagram, and TikTok to post engaging photos and videos of Kepuh Cliff, and the district government also collaborates with influencers and travel bloggers to visit and promote Kepuh Cliff on their social media channels.

2. Peers/partners

The Trenggalek Regency Government is collaborating with the Village Head and the community of Gandusari, as well as various regency agencies including the Ministry of Environment and Forestry (KLHK) and PLN NP, in the development of the Tebing Kepuh agroforestry tourism sector. However, in this collaboration, the Trenggalek Regency Government faces various obstacles in developing agroforestry at Tebing Kepuh. One of the main challenges is limited funding, which includes difficulties in securing funding from external sources and ineffective financial management. Additionally, community engagement poses a significant barrier, due to low awareness and education regarding the benefits of agroforestry and tourism, as well as resistance to change from the local community. Ineffective coordination among government agencies, influenced by lengthy bureaucracy and a lack of synergy, further slows project implementation. Limitations in basic infrastructure such as roads, electricity, and access to clean water as well as inadequate infrastructure maintenance, add to the complexity of the issue. Limited skills and knowledge among local communities and the workforce, along with a lack of effective training programs, also pose challenges to the development of agroforestry and tourism. Low community income levels and regional economic instability further limit investment in these projects. Additionally, environmental degradation and climate change can impact the success of agroforestry. Inadequate policy support and unclear regulations also act as barriers, compounded by difficulties in implementing existing policies.

Finally, ensuring the long-term sustainability of the project and securing continued support after the initial development phase is completed presents a challenge that requires special attention.

The obstacles faced by the Trenggalek Regency Government in developing agroforestry at Tebing Kepuh have impacted the success of this tourism development initiative. Limited funding has caused delays in project implementation and maintenance, and has reduced the ability to fund critical programs such as training and infrastructure development. Low community engagement and resistance to change hinder active participation and collaboration, which are essential for long-term success. A lack of coordination among government agencies results in poorly coordinated efforts and inefficiency in project execution. Limited skills and knowledge among the local community hinder effective management and development, while economic instability limits sustainable investment and development. Additionally, difficulties in maintaining sustainability and securing continued support after the initial phase can cause projects to lose momentum and fail to achieve their long-term goals.

Overall, these barriers reduce the effectiveness, efficiency, and sustainability of agroforestry development efforts in Tebing Kepuh.

To support the development of the agroforestry tourism sector in Tebing Kepuh, support is needed from various stakeholders. The Trenggalek Regency Government can facilitate this by providing supportive policies, fiscal incentives, and streamlined permitting processes for agroforestry businesses. Additionally, improvements to infrastructure such as road access, electricity grids, and clean water facilities will greatly help in creating an environment conducive to tourism. Training and education for local communities on sustainable agroforestry practices and tourism management will enhance their capacity and skills, enabling them to actively participate and reap direct economic benefits. Collaboration with academics and research institutions to develop innovative and environmentally friendly agroforestry techniques is also crucial for the project's sustainability. Support from the private sector through investment and strategic partnerships can provide additional resources and expand the reach of tourism promotion. Effective promotion through social media, official websites, and mobile apps, as well as

collaborations with travel agencies and online booking platforms, will increase the visibility of Tebing Kepuh as a tourist destination. Incentive programs, such as special discounts and loyalty programs, can attract more tourists. Finally, active community involvement in the form of homestay programs and the organization of local events will enrich the tourist experience and strengthen the local economy. This sustained support will ensure the smooth development of the agroforestry tourism sector in Tebing Kepuh and provide maximum benefits for all stakeholders.

Trust plays a crucial role in the development of the agroforestry tourism sector in Tebing Kepuh. To build this trust, the Trenggalek Regency Government must be transparent and accountable at every stage of project planning and implementation. Actively involving the local community in the decision-making process will make them feel valued and increase their support for this initiative. Honest and open communication with all stakeholders, including farmers, business operators, and tourists, is essential to ensure that all parties understand the objectives and benefits of this agroforestry project. Building a strong partnership with the private sector and NGOs will also boost trust, as it demonstrates a commitment to sustainable collaboration. Furthermore, responsible and sustainable environmental management will reinforce the belief that this project is not only economically beneficial but also capable of maintaining ecosystem balance. By creating an environment trusted by all parties, the development of the agroforestry tourism sector in Tebing Kepuh can proceed smoothly and achieve optimal results.

3. Teams

Empowerment does not happen automatically; rather, it requires the active involvement and participation of the community. For the empowerment process to run smoothly and successfully, in addition to participation and mastery of science and technology, it is also important to develop human resources. The goal is for them to be able to adapt their mindset to current developments, develop a sense of responsibility, and help safeguard and maintain the achievements that have been made.

The development of tourism potential must receive support from the district government and the community, which plays a vital role in the management and utilization of natural resources. Community empowerment is a process of enhancing the capacity of community members so they can improve their quality of life. If a tourist destination is managed effectively, it is believed to serve as a means of improving the well-being of the communities living in the surrounding area. Consequently, this can support the economic growth of the village.

PLN NP is collaborating with the Sukorejo Village-Owned Enterprise (BUMDes) on agroforestry conservation and development. PLN NP provided CSR assistance to boost the economy of Bumdes Sukorejo in the form of watercraft such as boats and pedal boats, as well as 150cc ATVs. Therefore, to build a strong team, leadership behavior is required that can motivate team members to take the initiative, demonstrate confidence in the team's capabilities, and hold the team accountable for the work performed by its members.

An example of a village community activity in collaboration with Karang Taruna is the development of the Tebing Kepuh Agroforestry project, managed by the Sukorejo village community through a profit-sharing system. Meanwhile, the BumDes also participates but plays a minor role, as the initiative is largely dominated by youth groups.

A team is defined as a group of people working together to achieve a common goal, with each member responsible for contributing to that goal. Take the conservation of the Tebing Kepuh agroforestry project, for instance. In terms of leadership, the leader must act as both a leader and a facilitator, helping the team assign tasks, organize activities, and monitor progress. One of the objectives of promoting tourism at Tebing Kepuh is to develop the economy of Sukorejo village by tapping into its existing potential. (Iriani Dwi, n.d.)

4. Role

Influencer:

The MISS Regional Autonomy event, held at the Tembah Kepuh agroforestry tourist site in Sukorejo Village, Trenggalek Regency, has had a significant positive impact on raising awareness of this relatively new tourist

Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village

destination. Thus, indirectly, the event can be said to boost the site's visibility and serve as a platform for social media promotion, especially since it is a major national-scale event.

Of course, it not only highlights the local cuisine in the surrounding area which undoubtedly has its own distinctive flavors but also showcases the diverse and beautiful local wisdom, such as the cliffs that were once a mining site and have now been transformed into a stunning tourist destination. This achievement is undoubtedly the result of collaboration and cooperation among government agencies, state-owned enterprises, and the private sector.

This event offers significant benefits and positive value, as it serves as a promotional platform and a first step in showcasing local beauty on a national level. Beyond its promotional role, it also has a positive impact on the surrounding community by providing motivation, learning opportunities, and valuable experiences (Wargadinata, n.d.).

Support

The village government's efforts in developing the Kepuh Cliff agroforestry project play a highly significant role in progress and in creating a space that can be utilized for community empowerment, such as turning the site into a marketing venue for harvests. Additionally, the government provides guidance and training to the community to enhance farmers' and residents' knowledge and skills. In developing this tourist destination, the village government also collaborates with private entities and government agencies to secure financial and technological support, such as from PLN, NP, and KLHK.

PLN NP's involvement in agroforestry by the end of 2023 represents a collaborative effort to protect the environment and empower communities. The development of this sector aims to improve soil and water conditions and help prevent disasters such as flooding and erosion. It is also a community-led initiative to boost the local economy by planting economically valuable trees and fostering tourism. PLN NP's role in agroforestry development extends beyond the restoration of previously cleared land to include boosting community economic productivity.

However, PLN NP is collaborating with the Ministry of Environment and Forestry and the Trenggalek Regency Government to restore natural resources while creating new economic opportunities for the community and other institutions. An amphitheater was built in the Tebing Kepuh area to serve as a performing arts center for the Trenggalek community. This center is expected to support arts and cultural preservation efforts and enhance other cultural activities.

The inauguration of the agroforestry project in Sukorejo Village was marked by the signing of a commemorative plaque by the Director General of Conservation and Natural Resources Management at the Ministry of Environment and Forestry, Sigit Reliantoro. Prior to this, there was a handover of assistance for agroforestry development facilities in Sukorejo Village from the Director of PLN NP, Karyawan Aji, to the Sukorejo Village Government. To this day, it can be said that it remains a pillar of the community's economy (Wood & Gray, 1991).

Today, tourism and collaboration are two inseparable elements. Just as the development of the tourism sector in Sukorejo Village requires a collaborative process due to the village's abundant tourism potential.

Collaborative tourism governance is established through broad and equitable collaboration between government and non-government actors, both within and outside the destination. The collaborative process for tourism development at Tebing Kepuh involves all stakeholders, including the government, the private sector, the community, and others. In practice, tourism development involves the private sector to ensure that development and construction at the tourist site are optimized. (author)

Here is Tebing Kepuh before and after it was developed into a tourist destination

Before



After



Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village

Kepuh Cliff was originally just a former andesite quarry site. However, following its revitalization by the local village government, the site has now become an attractive tourist destination. The development of this former quarry into a tourist attraction has been praised by many, as it has helped boost tourism in the local village (Author).

Conclusion

The conclusions of this study regarding the identification of effective collaboration models and the government's role in the collaboration process highlight the importance of cooperation among institutions and communities, as well as active government participation in the development of agroforestry tourism in the Kepuh Cliffs. An effective collaboration model requires integration among the government, the private sector, academia, and local communities to ensure sound planning, coordinated implementation, and ongoing evaluation. The government's role is crucial in facilitating communication among stakeholders, providing supportive regulations, and mobilizing the necessary resources to ensure sustainability in agroforestry tourism development. The positive impacts of this development are evident in the local economy, through the creation of new jobs, additional income from tourism, and economic diversification for the community. Furthermore, this development also improves the well-being of local communities by enhancing access to social services and education, as well as promoting sustainable environmental conservation and the preservation of local knowledge.

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Disclosure statement

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Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village